

STRATEGIC PLAN OVERVIEW

Colorado Springs
Urban Renewal Authority

January 17th, 2024



ECONOMIC & PLANNING SYSTEMS (EPS)

EXPERTISE

REAL ESTATE ECONOMICS

PUBLIC FINANCE

LAND USE & TRANSPORTATION

ECONOMIC DEVELOPMENT & REVITALIZATION

FISCAL & ECONOMIC IMPACT ANALYSIS

HOUSING POLICY

PUBLIC-PRIVATE PARTNERSHIP (P3)

PARKS & OPEN SPACE ECONOMICS



ITEM 7



AGENDA

- Strategic Plan Objectives
- Plan Elements and Process
- Workshop Framework
- Review key takeaways from past workshops
 - Mission, Philosophy, & Values
 - Goals and Objectives
 - Opportunity geographies
 - Organizational framework
- Discussion & Next Steps



STRATEGIC PLAN OBJECTIVES

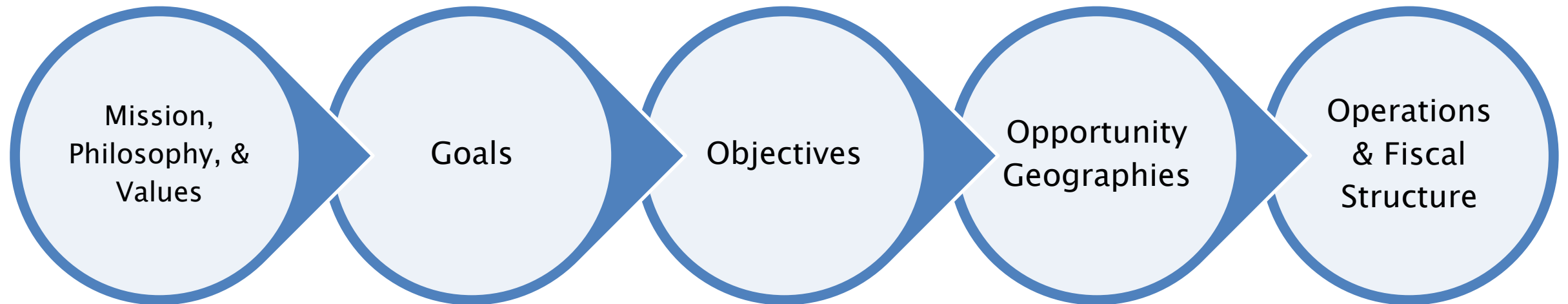
- To guide CSURA efforts over the next 10 years
- Provide tactical implementation plan for public investment
- Establish clarity on decision making to increase transparency for elected officials, developers, and community stakeholders
- Delineate a recommended organizational structure and fiscal parameters for long term success
- Highly referenceable document with graphics and concise narrative

STRATEGIC PLAN ELEMENTS

1. Introduction
2. Mission, Vision, & Values
 - Guiding principles for CSURA
3. How a URA Functions
 - Tools and purpose of urban renewal
4. Future Goals and Objectives
 - Goals about project types, geographies, community benefit, programs, etc.
5. Organizational Relationships
6. Taking Action
 - Decision making criteria and process
7. Operations & Fiscal Structure
8. Action Plan
 - 10-year implementation strategy linking values, goals, and actions together

STRATEGIC PLAN PROCESS

- Began in February 2024 and aiming to finish Spring 2025
- Completed 6 workshops with CSURA Board
- Presented to City Council in March



FRAMEWORK

- **Mission:** A brief description of the organization's fundamental purpose
- **Vision/Philosophy:** Where you're trying to take the organization over the next 10 years
- **Values & Value Statements:** Represent highest priorities and most important driving forces

Opening Sections of Plan ^{ITEM 7}



Closing Sections of Plan

MISSION, PHILOSOPHY, & VALUES

COLORADO SPRINGS URA BOARD MEETING - FEB 21, 2024 - MISSION, VISION, & VALUES

MISSION

- ▶ CATALYTIC SHOULD BE ADDED TO STATEMENT
- ▶ DOES REINVESTMENT NEED TO BE IN THERE?
- ▶ 2ND & 3RD STATEMENTS SHOULD/COULD BE PART OF VALUES AND/OR GOALS
- ▶ ECONOMY HAS TRANSFORMED SINCE ORIGINALLY WRITTEN
- ▶ TARGETED IS LOADED TERM
- ▶ NOT JUST PRIVATE
- ▶ PARTNERSHIPS ARE CRITICAL
- ▶ NOT "PUBLIC DOLLARS"
 - ↳ CAPTURING DOLLARS THAT WOULDN'T OTHERWISE EXIST; DELTA
 - ↳ CONVOY TO TAKING DISTRICTS
- ▶ DRAW BACK TO STATUTE
- ▶ CREATING VALUE
- ▶ RIPPLE EFFECT OF PROJECTS
- ▶ LONG TERM INVESTMENTS

VISION / PHILOSOPHY

- ▶ COMMUNITY-WIDE, NOT JUST DOWNTOWN IS BROADER
- ▶ SCOPE SHOULD BE EVEN BROADER - CITY-WIDE
- ▶ PRIVATE MARKET MAY NOT DELIVER WHAT IS BEST FOR COMMUNITY
 - ↳ AFFORDABILITY
 - ↳ INCLUSIVITY
 - ↳ LOCAL NEEDS & SERVICES
 - ↳ WHAT IS BENEFIT FOR COMMUNITY?
- ▶ HIGH-QUALITY PROJECTS
- ▶ CURE URBAN SPRAWL
- ▶ STOP BEING PESTER CHILD FOR FAST FOOD NATION
- ▶ WHAT ARE BENEFITS?
 - ↳ HOUSING
 - ↳ PLACEMAKING
 - ↳ PRIMARY EMPLOYMENT
- ▶ AFFORDABLE OR ATTAINABLE HOUSING (FULL SPECTRUM?)
- ▶ INCREASE HOUSING

VALUES

- ▶ LONG TERM VALUE PROPOSITION TO COMMUNITY
- ▶ LONG-TERM GOOD OR LIABILITY
- ▶ LONG-TERM TAX BASE STRENGTHENING
- ▶ PRIMARY JOB CREATION
- ▶ HOUSING DIVERSITY
- ▶ PROJECTS ARE ALL DIFFERENT SHAPES & SIZES
- ▶ DO PROJECTS HELP ALL BOATS RISE?
- ▶ CREATES OPPORTUNITY
- ▶ PROMOTE PLACEMAKING & COMMUNITY BUILDING
- ▶ CATALYZING BENEFITS
- ▶ HELP CREATE COOL THINGS
- ▶ ICONIC PROJECT

COMMUNITY GATHERING

- ▶ ATTRACT YOUNG PROFESSIONALS
- ▶ TRANSFORMATIONAL VS. TRANSACTIONAL
- ▶ GAME CHANGING

TRANSFORMATIONAL TRANSACTIONS VS. TRANSACTIONAL

Colorado Springs Urban Renewal Authority

Mission

The mission of the Colorado Springs Urban Renewal Authority is to ^{blighted?} ~~revitalize~~ ^{bring} investment ~~in~~ ^{into} ~~the~~ ^{the} ~~city~~ ^{city} which restores ~~blighted~~ ^{blighted?} areas with strong community benefits while strengthening the tax base of the whole city. ^{bring catalyze}

Through partnerships and collaboration, we advance sound urban planning and design, fiscal prudence and cultural sensitivity.

Our objective is to facilitate development of balanced, sustainable environments where people, live, work and come together as a community.

Philosophy

~~Community-led and just development~~ ^{strengthen that word}

- Resources used to accelerate and ^{enhance} development
- Project participation only where private market has not or cannot work
- Implementer of City's approved plan

Goals

- Cure blight
- Promote projects which provide public benefit
- Be proactive—player vs. performer
- Create quality sustainable places
- Raise standards of development
- Create jobs
- Promote public art
- Facilitate delivery of affordable housing

MISSION & PHILOSOPHY

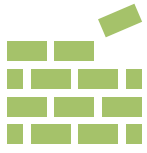
Mission:

- To transform areas throughout Colorado Springs by forging strategic partnerships, catalyzing development with community benefit, and creating long-term value.

Philosophy:

1. Capture and leverage new dollars from creation and enhancement of projects in eligible areas that the market wouldn't otherwise deliver.
2. Facilitate high-impact development and enhancement of places, neighborhoods, and districts that contribute to quality, sustainable environments where people live, work and come together as a community.
3. Advance fiscally prudent and forward-thinking urban planning and design aligned with the City's plans and policies.

VALUES



Catalytic Transformations: CSURA is committed to contributing to projects that transform distressed areas and provide additional public benefit through the deployment of capital.



Strategic Partnerships: CSURA is committed to being a proactive and collaborative partner with creative approaches to catalyzing development.



Diverse Opportunities: CSURA is committed to reducing blight by helping to deliver a range of benefits to include prime commercial space, quality jobs, attainable and affordable housing, market rate housing, and missing amenities.



High-Quality Placemaking: CSURA is committed to the creation of must-see places with iconic features, cool offerings, and memorable experiences.



Resilient Communities: CSURA is committed to reinvesting in existing neighborhoods, supporting smart growth, curbing urban sprawl, and raising the standards of development.

SMART GOALS

- Goal: a predetermined target that an organization plans to achieve in a set period of time



Specific

The goal is concrete and tangible - everyone knows what it looks like.



Measurable

The goal has an objective measure of success that everyone can understand.



Attainable

The goal is challenging, but should be achievable with the resources available.



Relevant

The goal meaningfully contributes to larger objectives like the overall mission.



Timely

This goal has a deadline or, better yet, a timeline of progress milestones.

GOALS

CSURA

STRATEGIC PLAN
WORK SESSION

4. 24. 24

GOALS DISCUSSION

TYPES OF GEOGRAPHIES

"TARGETED"

- ▶ ACADEMY, UNION, ETC.
↳ LOW DENSITY AREAS & DEVELOPMENT FROM 1970S

- ▶ OLDER COMMERCIAL CORRIDORS

• IMPACT ON INDIVIDUAL CORRIDORS
• NEED IS THERE

- ▶ WESTSIDE

TYPES OF USES & HOUSING

- ▶ NO INTEREST IN RESTRICTING USES
- ▶ SPELL OUT MEDIUM AND HIGH DENSITY HOUSING
- ▶ ELEVATE ATTAINABLE & AFFORDABLE HOUSING
- ▶ PRIORITIZING HOUSING IN GENERAL
- ▶ IDEALLY MIXED INCOME & TYPES



COMMUNITY BENEFITS

DOES THERE NEED TO BE A COMMUNITY BENEFIT BEYOND CURING BLIGHT?

- ▶ PUBLIC ART IS CHALLENGING BECAUSE PEOPLE DISAGREE WHAT IS GOOD
- ▶ PUBLIC PROCESS HELPS IN MOST CASES
- ▶ VISUALLY PLEASING SHOULD BE GOAL IN ALL PROJECTS - HIGH QUALITY DESIGN
- ▶ TAXING ENTITIES HAVE OPINIONS AND HAVE SUGGESTED LIMITS
- ▶ LIST OF SUGGESTED BENEFITS, NOT A CHECKLIST
- ▶ DO WE HOLD PARTNERS TO HIGHER STANDARD?
- ▶ COULD PROJECTS PROVIDING BENEFIT BE PRIORITIZED?
- ▶ AFFORDABLE HOUSING IS MISSING

community aesthetics

ALL DIFFERENT

QUALITY AND UNIQUENESS OF DESIGN

- ▶ CONSIDER AFFORDABLE HOUSING
- ▶ ICONIC ARCHITECTURE IS A COMMUNITY BENEFIT
- ▶ SHOULD BE AN EXPECTATION

GOALS & TAXING ENTITY PARAMETERS

CSURA

STRATEGIC PLANNING
MAY 22, 2024

ADDITIONAL GOALS:

- ▶ ACCESSIBILITY FOR ALL
 - HOW DO I GET THERE?
 - LOCATION + TRANSPORTATION
- ▶ MULTI-MODAL CONNECTIVITY

PLACEMAKING & WALKABILITY

- ▶ BEST PLACES TO VISIT
- ▶ DEVELOPERS INTEGRATING ART INTO PROJECTS
- ▶ STREETSCAPING
- ▶ ICONIC ARCHITECTURE
 - ↳ HOW DOES BUILDING MEET THE STREET
- ▶ LANDSCAPING
 - ↳ GROUND FLOOR EXPERIENCE
- ▶ PARKS & OPEN SPACE
- ▶ PROGRAMMING → EVENTS
- ▶ REGIONALLY ATTRACTIVE DESTINATION
- ▶ PUBLIC ART COULD BE "TRADED OUT" FOR OTHER PLACEMAKING
- ▶ AESTHETIC IMPROVEMENTS/ENHANCEMENTS
- * NOT REQUIRED, BUT ENCOURAGED
- ▶ MAINTAIN 1% AND APPROACH AS MENU?

DON'T APPROACH AS THE STANDARD TO HIT

JOURNEY IS AS IMPORTANT AS THE DESTINATION

CONTEXT → ACCESSIBILITY

- HOW DO YOU GET THERE?

PROJECT ↓ PLACEMAKING

SEPARATE GOALS BUT RELATE TO EACH OTHER

CRITICAL INTERFACE

INITIATION OF PROJECTS

- ▶ ARE WE REACHING OUT TO MINORITY ARTISTS FROM THE AREA?
 - ↳ ENCOURAGE DUE DILIGENCE
- ▶ CAN WE BE MORE PROACTIVE IN INITIATING PROJECTS?
- ▶ TARGET AREAS, SITES, ETC.
- ▶ "WHAT IF" VISIONING & FRAMING
 - EG, OMAHA BY DESIGN
- ▶ HOW DO WE STIMULATE THOUGHT?
 - INTELLECTUAL STUDY
 - STRATEGIC THINKING
 - TECHNICAL STUDY
- ▶ SOFT PARCEL ANALYSIS
 - ↳ ENSURE IT'S NOT INTERPRETED AS A DEMOLITION TARGET MAP
- ▶ GUIDE REINVESTMENT
- ▶ NUANCED APPROACH TO PRESERVATION
 - ↳ SAVE WHAT IS GOOD

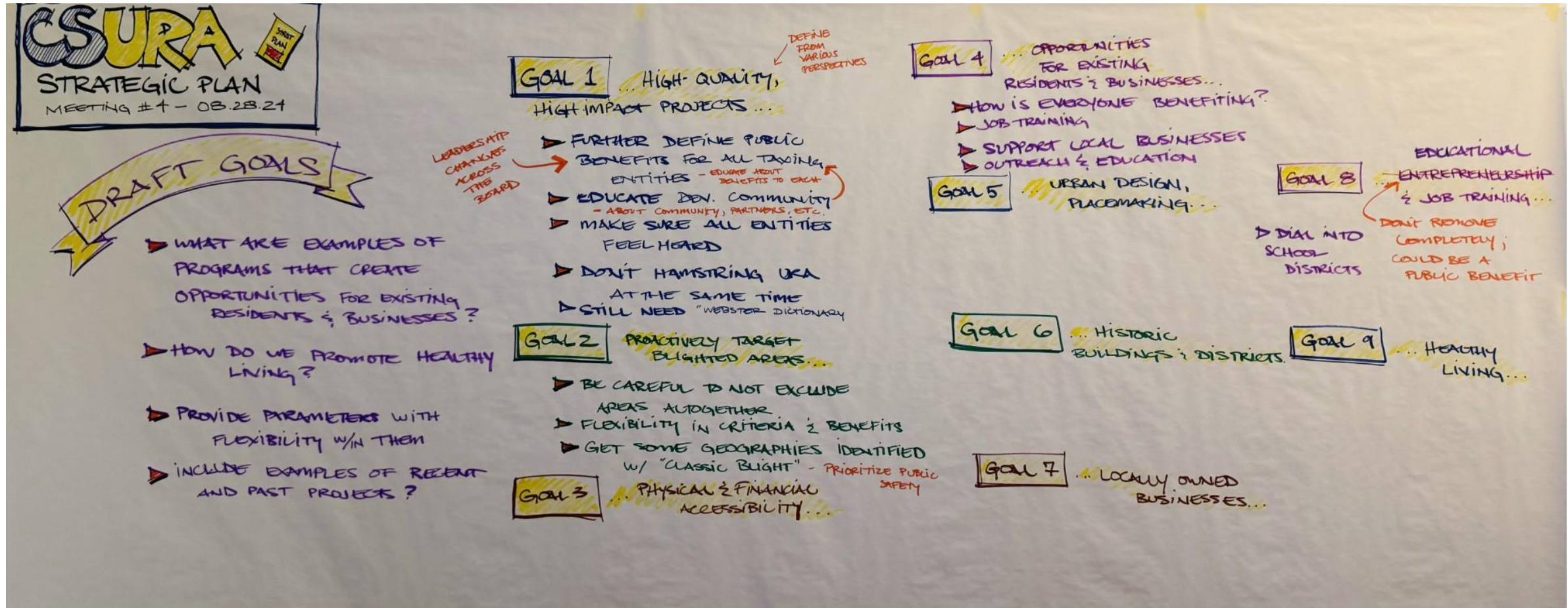
PROGRAMS

- ▶ AGING IN PLACE
- ▶ ANTI-DISPLACEMENT
- ▶ DON'T BECOME THE PICKY BANK FOR THINGS OTHERS SHOULD BE TACKLING
- ▶ PROACTIVELY MAKE IMPROVEMENTS IN AN AREA
- ▶ "REVOLVING FUND" TO CATALYZE PROJECTS
- ▶ LEVERAGE W/ OTHER FUNDING OPPORTUNITIES
- ▶ FLEXIBILITY TO DO MORE FOR THE COMMUNITY
- ▶ SHOW WHAT IT'S GOING FOR AND WHY (CRITERIA)
- ▶ DEVELOP SEVERAL EXAMPLES FOR STRAT. PLAN

TAXING ENTITY PARAMETERS

- ▶ MOUS?
 - NON-BINDING
 - TURN OVER ON BOARDS
- ▶ CASE BY CASE BASIS
- ▶ BASED ON PERSONALITIES & RELATIONSHIPS
- ▶ SET EXPECTATIONS
 - ↳ AHEAD OF TIME?
 - ↳ FLEXIBILITY?
 - ↳ WHO SETS PARAMETERS?
- ▶ DON'T BACK PEOPLE INTO A CORNER
- ▶ THERE IS MEDIATION AS A FALL BACK
- ▶ MEET W/ TAXING ENTITIES DURING STRAT. PLAN PROCESS
- ▶ PREDICTABILITY WILL HELP PROCESS GO FASTER
- ▶ CONSIDER REQUIREMENTS & TARGETS
- ▶ TIMELINE MAY BE MOST IMPORTANT TO DEVELOPERS

REFINING GOALS



GOALS

RELATED VALUES ITEM 7

1. Work collaboratively with the development community to deliver high-quality, high-impact projects that provide a range of public benefits.



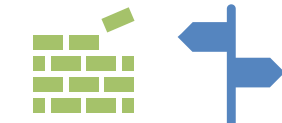
2. Leverage URA investments to proactively target blighted and aspiring areas to improve physical and financial accessibility and to catalyze additional investment.



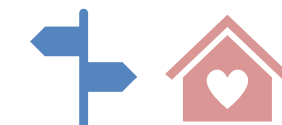
3. Create and expand opportunities for existing residents and locally-owned businesses to stabilize, revitalize, or transform the city through programs and investments.



4. Promote architecture, urban design, and placemaking that enhances the quality of development in Colorado Springs.



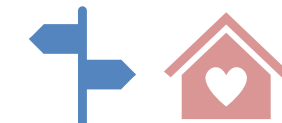
5. Seek ways to invest in Colorado Springs' historic building stock, providing resources to breathe new life into historic buildings and districts.



6. Support business ventures that provide educational, entrepreneurship and job training opportunities, especially to those from historically marginalized communities when possible.



7. Encourage and promote opportunities for healthy living within projects and the communities where projects are located.



COS
 URBAN RENEWAL AUTHORITY
 STRATEGIC PLAN
 WORK SESSION #5 9.26.24

GOALS AND STRATEGIES

NOT NECESSARY TO ACCOMPLISH ALL GOALS

GOAL 1

- ▶ SOMETHING ABOVE BASELINE DEVELOPMENT STANDARDS
- ▶ "ABOVE" $\hat{=}$ "BEYOND" ENCOURAGE DEVELOPERS
- ▶ ENHANCEMENT OF PROJECTS
- ▶ DEVELOPER TO DEMONSTRATE ADDED VALUE

RELATE BACK TO "BUT FOR"

GOAL 2 "-ish"

- ▶ QUALIFY MAP AND DATA; INCLUDE SUCH AS CLAUSE
- ▶ CAN'T PRECLUDE OTHER OPPORTUNITIES
- ▶ IDENTIFY TARGET AREAS w/ PARTNERS
- ▶ INHERENTLY INCLUSIVITY

GOAL 3

- ▶ COMMUNITY DEVELOPMENT
- ▶ USE OF BLIGHTED AREAS "STATUTORY BLIGHT"
- ▶ BLIGHTED MAY BE LOADED
- ▶ ADD QUALIFIER OR CHANGE TERMINOLOGY
- ▶ BE MORE INCLUSIVE

GOAL 4

- ▶ PERCENTAGE OR ADD ON?
- ▶ BE CLEAR WHAT IT CAN AND CAN'T BE USED FOR
- ▶ GREAT OPPORTUNITY
- ▶ HOW WOULD DEVELOPERS FEEL?
- ▶ DEPENDS ON PROJECT MAYBE TO IF ADDED
- ▶ MAKE SURE IT'S KEPT w/IN URA
- ▶ SUPPORT STRATEGIC PLANNING IN

GOAL 5

- ▶ ENCOURAGE SHOULDN'T TURN INTO DICTATE
- ▶ STAY IN OUR LANE

GOAL 6

GOAL 7 - MAY WANT TO REMOVE GOAL 7

- ▶ CAN'T DICTATE LOCALLY-OWNED BUSINESSES
- ▶ ADD SOMETHING ABOUT HIRING LOCAL
- ▶ TIE TO GOAL 4 & USE OF FUNDS
- ▶ SERVING LOCAL NEEDS
- ▶ INCLUDE CITY & THEIR ROLE
- ▶ LANGUAGE ABOUT DIVERSIFYING ECONOMY AND/OR JOBS

- INCLUDE STAKEHOLDER INPUTS

ENCOURAGE INSTEAD OF PRIORITIZE

GOAL 8

- ▶ DOES THIS FIT IN OUR LANE
- ▶ HOW DO WE ENCOURAGE IT?
- ▶ WHO IS ENFORCING?
- ▶ STRENGTHENS PARTNERSHIP w/ SCHOOL DISTRICT
- ▶ NOT A MANDATE OR REQUIREMENT

GOAL 9

- ▶ ENCOURAGE $\hat{=}$ PROMOTE IS APPROPRIATE
- ▶ ANOTHER HOOK FOR SCHOOL DISTRICT

ORGANIZATIONAL OUTLOOK

- Organizational Growth
 - Staffing
 - Balance independence with integration within the city
 - Implications for office space
- Fiscal Growth
 - Evaluate the URA fees for projects
 - Explore ways for the URA to broaden and be more independent
 - Establish funding and grant programs that support the vision and goals
- Create goals and strategies with staff that incorporate these elements

NOVEMBER WORKSHOP

COS
 URBAN RENEWAL
 AUTHORITY
 STRATEGIC PLAN
 11.13.2024

FRAMEWORK

▶ GOAL 3 STRATEGIES

- "ESTABLISH" UNDER 'B' & 'C' MAY NOT BE APPLICABLE
 - ↳ IS THAT IN THE URA'S LANE?
 - ↳ HOW DOES URA BEST SUPPORT NEIGHBORHOOD STABILIZATION?
 - ↳ "PARTNER TO ESTABLISH..."
- COMBINE 'B' & 'C'

▶ GOAL 4

- REMOVE (INCLUDING ART) FROM GOAL STRATEGIES
 - ↳ HOW TO ESTABLISH HIGHER BAR FOR PUBLIC REALM BEYOND ONE PROPERTY?
 - ↳ ENCOURAGE UNIFIED STREETSCAPE
 - ↳ WORK W/ CITY TO ESTABLISH TOOL (OVERLAY?)
 - ↳ 'A' - HIGH QUALITY & ATTRACTIVE MATERIALS, ARCHITECTURE & LANDSCAPE DESIGN

ORGANIZATIONAL OUTLOOK

- ▶ CROSS ROADS - BIGGER, BOLDER PROJECTS VS OR PLUS MORE NITTY GRITTY GRANTS AND/OR PROGRAMS
- ▶ OFFICE SPACE IS AT A PREMIUM W/IN CITY
 - ↳ NO ROOM TO GROW
- ▶ CONSIDER SUCCESSION PLANNING
 - ↳ KNOWLEDGE, EFFICIENCY, ETC.
- ▶ CAN URA KEEP TAKING ON MORE & MORE SUSTAINABLY?
- ▶ COUNCIL MAKE-UP CAN CHANGE PICTURE

▶ ADDITIONAL OFFERINGS?

- "LOVE NOTES" THROUGHOUT CITY
- ECONOMIC GARDENING
- GRANTS & PROGRAMS

▶ ESTABLISH FRAMEWORK FOR FUTURE STAFFING

↳ CONSIDER FRACTIONAL AND/OR CONTRACT SUPPORT

▶ PROJECT OUT REVENUE & STAFFING

- ▶ MAINTAIN SOME INTEGRATION W/ CITY
 - FR & COMMS IS TOUGHEST
- ▶ EXPLORE SEPARATE SPACE DOWNTOWN

▶ WRITE SECTION OF PLAN W/ TRIGGERS

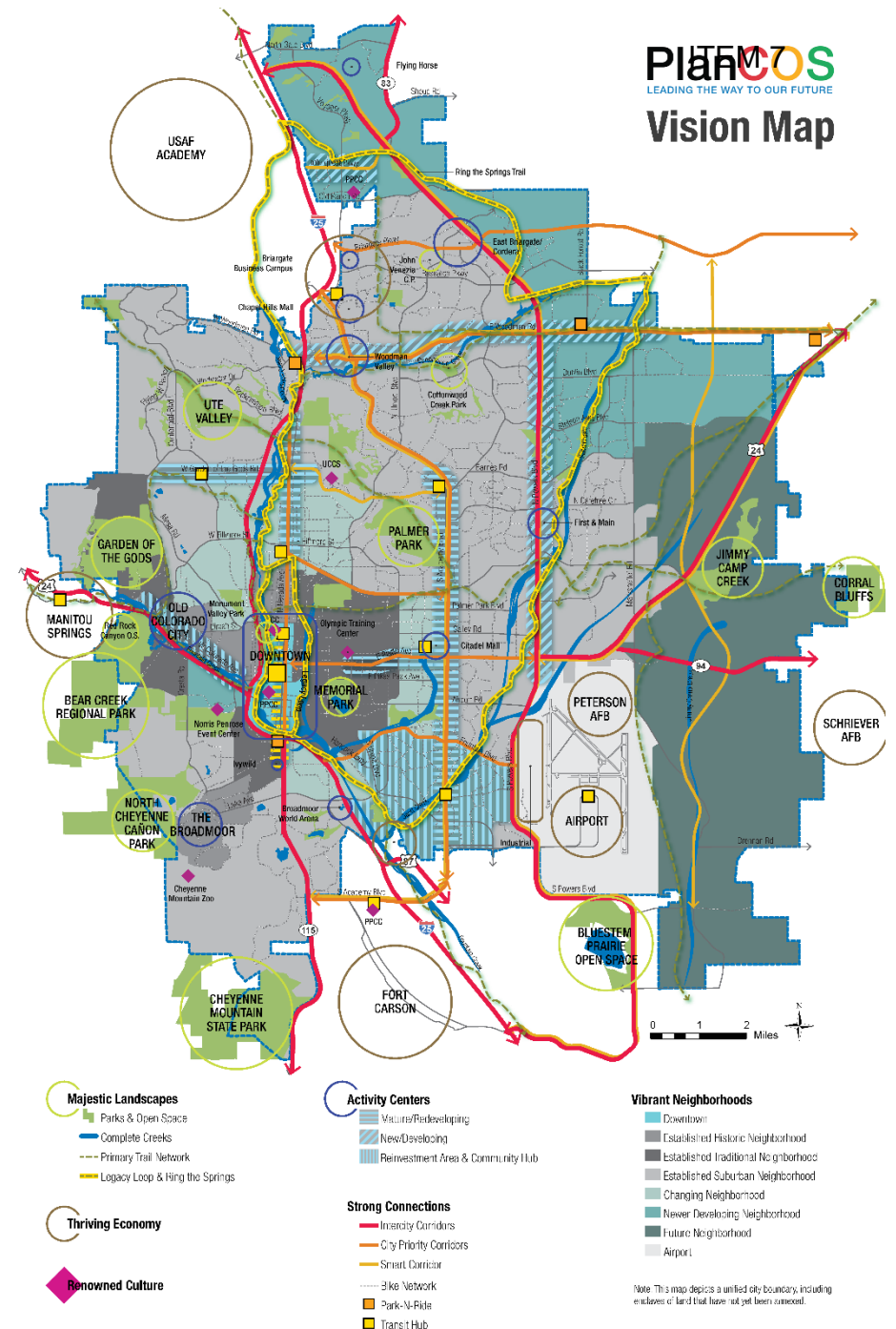
OPPORTUNITY MAPPING

- ▶ CITY WIDE
- ▶ SOFT PARCEL ANALYSIS
- ▶ NODES & CORRIDORS TO TARGET FOR PROACTIVE WORK
- ▶ EXPANDING THROUGHOUT ALL OF COLORADO SPRINGS AS A MESSAGE
- ▶ ALIGNS W/ AND SUPPORTS COMPREHENSIVE PLAN

CENTRAL,
 EAST, WEST,
 NORTH &
 SOUTH

OPPORTUNITY AREAS

- High level, citywide analysis
- Proactive approach
- Purpose is to identify corridors and nodes throughout the city that could benefit from URA support
- Tie into PlanCOS Vision Map, which identifies:
 - Redeveloping/Developing activity centers
 - Reinvestment Area & Community Hub
 - Changing Neighborhoods



DISCUSSION QUESTIONS

- What's your initial reaction to this plan and process?
- Do you agree with the CSURA mission, philosophy, and values? If not, what would you change?
- What do you think about the goals and strategies? Is there anything missing?
- What input and suggestions do you have for the Strategic Plan at this stage?

NEXT STEPS

- Workshop #7 next week
- Prepare draft CSURA Strategic Plan
- Organize engagement with developer community
- Present draft plan to City Council